

# 1626-76

14 October 1976

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MEMORANDUM FOR:



Administrative Officer/DCI

SUBJECT : Response to FY 1978 Budget Review Instructions

1. The National Intelligence Officers are the DCI's principal substantive advisors. As such, they represent the DCI in various private and public forums on substantive matters and work to encourage the collectors and producers of intelligence to provide a product that best meets the needs of the consumers. To these ends, the NIOs travel both domestically and abroad to address various groups and to participate in a variety of public and private meetings; they also must aggressively pursue consultations with collectors, producers and consumers of intelligence, wherever these people may be. The NIOs also sponsor a certain amount of travel to Headquarters by consultants to help assure that the product of the Intelligence Community meets the standards of some of the better minds of the academic community. Finally, the NIOs sponsor a limited number of trips by National Intelligence Estimate drafters, either to collect information or to consult with particularly knowledgeable persons on their analyses.

2. Travel abroad by NIOs or under their auspices has run between 35 and 40 trips in recent years, and we expect no particular change in FY 1978. We do, on the other hand, anticipate a substantial rise in domestic travel in this period, primarily as a result of the inauguration of the DCI's Estimates Advisory Panel and of the competitive analysis experiment in preparing National Intelligence Estimates.

a. Estimates Advisory Panel. We anticipate that some 30 estimates and interagency papers will be reviewed by Panel members in FY 1978. Three or more members of the

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Panel will be asked to visit Washington to review each paper. We further estimate that, for about a third of the papers, it will be necessary for Panel members to travel to Washington for a second review or for the NIOs to carry these papers to Panel members. This travel would add at a minimum some 120 trips to NIO and NIO-sponsored domestic travel.

b. Competitive Analysis. The competitive analysis experiment, sponsored by the President's Foreign Intelligence Advisory Board, calls for the assembly of teams of experts from the private sector to analyze independently the same material as the drafters of certain sections of the Intelligence Community's principal military estimate. The purpose is to encourage the Intelligence Community to produce the highest quality work it can and to supplement this work by providing the consumers of the estimate with an informed, outside view. The experiment will have occasioned between 35 and 40 trips, almost all domestic, in the TQ and the early months of FY 1977. If the experiment is even partially successful, we anticipate that an effort of at least the same proportions will be made in FY 1978. If the experiment provides promising results, we anticipate perhaps a doubling of the effort -- and attendant travel -- in FY 1978.

3. One additional factor should be considered in connection with future requirements for domestic travel by NIOs. Now that the investigations of the Intelligence Community have ended, requests for the DCI to speak to or be represented at meetings of private organizations and institutions are apt to increase, both because these groups are interested in learning about changes made in the Intelligence Community and because it is more acceptable to have an Intelligence Community spokesman in attendance. How substantial the growth of the requests, and the amount of the growth that will translate into NIO travel, is impossible to estimate at this time.

4. Both the Estimates Advisory Panel and the competitive analysis experiment will have an equally dramatic impact on the number of external contracts let under NIO auspices. We anticipate that the Panel will be made up of some 36 prestigious persons, few of whom are currently under contract to the Intelligence Community. Similarly, the number of contracts let for the

competitive analysis experiment during the TQ and in early  
FY 1976 could remain roughly the same in FY 1978 if the experiment  
is moderately successful, but they could double if the experiment  
is successful enough that policymakers believe the practice  
should be expanded.



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